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**HUMAN CAPITAL AND PUBLIC SERVICES  
PERFORMANCE IN BAHRAIN: MODERATING EFFECT  
OF ACCOUNTABILITY AND MEDIATING EFFECT OF  
ISLAMIC WORK ETHICS**

**EBRAHIM FARHAN MUBARAK FARHAN BUSENAN**



**UUM**  
Universiti Utara Malaysia

**DOCTOR OF PHILOSOPHY  
UNIVERSITI UTARA MALAYSIA  
September 2018**

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**By**

**EBRAHIM FARHAN MUBARAK FARHAN BUSENAN**



**UUM**  
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**Thesis Submitted to  
School of Business Management,  
Universiti Utara Malaysia,  
in Fulfillment of the Requirement for the Degree of Doctor of Philosophy**

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## ABSTRACT

The main purpose of this study is to examine human capital and its relationship to public services performance, with accountability as a moderating variable and Islamic work ethics as a mediating variable, in the public sector of Bahrain. The motivation for this study is the inconsistent results as well as the lack of research in previous studies in this area. This study is underpinned by the resource-based view (RBV) theory and the contingency theory for the purpose of explaining the proposed conceptual framework. A total of 640 questionnaires were distributed to citizens of Bahrain via systematic random sampling in the four governorates of Bahrain and 384 questionnaires were returned, with 368 responses found usable. Pearson correlation analysis was used to analyze the direct relationship between human capital and public services performance. To identify the moderating impact of accountability on the relationship between human capital and public services performance, hierarchical regression analysis was used. At the same time, hierarchical regression analyses, i.e., Medgraph, the Sobel test and the Kock Mediation test, were used to identify the mediating impact of Islamic work ethics on the relationship between human capital and public services performance. The findings of this study evince that human capital has positive and significant relationships with public services performance. More importantly, this study confirms the mediating impact of Islamic work ethics on the relationship between human capital and public services performance. In addition, the findings of this study indicate no moderating impact of accountability on the relationship between human capital and public services performance. This study has some limitations and finally, makes some recommendations, contributions and suggestions for future researchers.

**Keywords:** Human Capital, Public Services Performance, Accountability, Islamic Work Ethics and Bahrain Public Sector.

## ABSTRAK

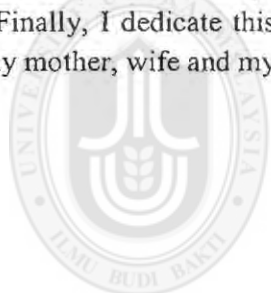
Kajian ini bertujuan untuk menyelidik modal insan dan hubungannya dengan prestasi perkhidmatan awam di Bahrain, dengan akauntabiliti sebagai pemboleh ubah penyederhana dan etika kerja Islam sebagai pemboleh ubah pengantara. Laporan semasa menunjukkan penurunan prestasi penyampaian perkhidmatan awam di Bahrain. Sementara itu, kajian-kajian sebelumnya juga menunjukkan hasil yang tidak konsisten serta kurangnya kajian dalam bidang ini. Kajian ini adalah berasaskan teori Pandangan Berasaskan Sumber (RBV) dan teori Kontigensi bagi menjelaskan kerangka konsep yang dicadangkan. Sebanyak 640 borang soal selidik telah diedarkan kepada warganegara Bahrain melalui persampelan rawak bersistematik dalam empat bahagian pentadbiran kerajaan Bahrain. Sebanyak 384 borang soal selidik telah dikembalikan dengan 368 maklum balas yang boleh digunakan. Analisis korelasi Pearson telah digunakan untuk menganalisis hubungan langsung di antara modal insan dengan prestasi perkhidmatan awam. Bagi mengenal pasti kesan penyederhanaan akauntabiliti terhadap hubungan di antara modal insan dengan prestasi perkhidmatan awam, analisis regresi hierarki telah digunakan. Medgraph, ujian Sobel, ujian perantaraan Kock dan ujian regresi hierarki telah digunakan untuk mengenal pasti kesan pengantara etika kerja Islam terhadap hubungan di antara modal insan dengan prestasi perkhidmatan awam. Hasil kajian menunjukkan modal insan mempunyai hubungan yang positif dan signifikan dengan prestasi perkhidmatan awam. Lebih penting lagi, kajian ini mengesahkan kesan pengantara etika kerja Islam terhadap hubungan di antara modal insan dengan prestasi perkhidmatan awam. Di samping itu, hasil kajian ini menunjukkan bahawa tidak terdapat sebarang kesan penyederhana akauntabiliti terhadap hubungan di antara modal insan dengan prestasi perkhidmatan awam. Kajian ini mempunyai beberapa batasan, namun akhirnya memberikan saranan, sumbangan dan cadangan untuk kajian pada masa akan datang.

Kata kunci: Modal Insan, Prestasi Perkhidmatan Awam, Akauntabiliti, Etika Kerja Islam dan Sektor Awam Bahrain.

## ACKNOWLEDGEMENTS

In the Name of Allah, Most Gracious, Most Merciful

Salawat and Salam to our Prophet Muhammad (may peace be upon him) and to his family members, companions and followers and those who follow them till the Day of Judgment. First and foremost, I would like to express my heartfelt thanks and gratitude to Allah Almighty for His blessing and helping me in completing my PhD thesis. I would like to express my heartfelt deep thanks to supervisor, Dr. Azahari Bin Ramli, for professional guidance and excellent supervision and his patience to me throughout my PhD journey, also special thanks to my second supervisor, Dr. Muhammad Shukri Bin Bakar for guidance and supervision. I would like to special thanks to my colleagues PhD students for helping and guidance during the PhD journey in particular, Dr. Hamad Salmen. Also special thanks to all friends and colleagues who helped me in the data collection stage in all the governorates of Bahrain. In addition, I would like to special thanks to everyone who helped me and facilitated my work in order to get this PhD degree. Finally, I dedicate this PhD degree to my father may God have mercy on him, and to my mother, wife and my dear children.



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## LIST OF ABBREVIATIONS

GDP	Gross Domestic Product
RBV	Resource-Based View
SPSS	Statistical Package for Social Science
KMO	Kaiser-Meyer-Olkin
VIF	Variance Inflation Factor



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## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.0 Introduction of the study**

This chapter introduces an overview of the study in the context of the performance of public services in the public sector of Bahrain. It provides the background, problem statement, questions, objectives, significance, scope and limitations of the study and the definitions of terms. At the end of this chapter, the organization of the study is presented.

#### **1.1 Background of the Study**

Organizations are increasingly dependent on their knowledge-based resources for successful operations. Hence, public administration cannot be isolated from the changes occurring in the global knowledge-based economy. Also, intangible values and knowledge are considered as the key sources of competitive advantage for public administration (Ramirez, 2010). In addition, the world is moving rapidly from a production-based economy to a knowledge-based economy (Huang, & Jim Wu, 2010). Public administration is important as it is considered the main mechanism to sustainably enhance the conditions of the community through the provision of basic services. Hence, when public administration is weak, the community suffers (Kuye, 2014). In addition, it is difficult to attract industries or businesses to an area, if the provision of public services is poor. Thus, public services are considered as one of the crucial challenges in the world (Besley, & Ghatak, 2007).

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## APPENDIXES

### Appendix 1: Questionnaire in English



## QUESTIONNAIRE

Dear Sir/ Madam,

I would like to inform you that I am conducting a scientific research in order to getting the PhD degree in Philosophy of Management from the Universiti of Utara in Malaysia, entitled " **Human Capital and Public Services Performance in Bahrain: Moderating Effect of Accountability and Mediating Effect of Islamic Work Ethics**", please answer the questionnaire and the attached questions based on existing reality and not on beliefs or ideal and your cooperation in this respect will be of great effect in concluding valuable results from this study, in order to contribute to the development of public services performance.

I assure you that all information given in this questionnaire will be treated with strict confidentiality and will be used only for the purpose of this study.

Thank you for your co-operation.

Yours sincerely,

Ebrahim Farhan Mubarak Farhan Busenan

PhD Candidate

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Mobile Phone: 39320092

### **SECTION ONE : Background Information**

These parts contains statements concerning general information about the participants please read the following statements and tick in the appropriate box the category that best describes your situation.

Demographic	Categories	Please tick (✓)
Gender	Male	
	Female	
Age Group	30 years and below	
	31 – 40 years	
	41 and above	
Academic Qualification	Secondary School	
	Diploma	
	Bachelor's Degree	
	Higher Diploma	
	Master's Degree	
	PhD Degree	
Occupation	Formally employed	
	Self employed	
	Retired	
	Student	
	Unemployed	
Governorate	Capital	
	Muharraq	
	Northern	
	Southern	

## **SECTION TWO: Human Capital**

List below are statement describing human capital. Please tick the number that most accurately reflects your agreement or disagreement for each statement.

<b>Strongly disagree</b> <b>1</b>	<b>Disagree</b> <b>2</b>	<b>Neutral</b> <b>3</b>	<b>Agree</b> <b>4</b>	<b>Strongly agree</b> <b>5</b>
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<b>No.</b>	<b>Items</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	<b>Skills</b> The staff of the public sector are highly skilled.					
2	The staff of the public sector possess leadership abilities in their work.					
3	The staff of the public sector bear the risks in order to achieve organizational goals of organization.					
4	The staffs of the public sector are able to work in integrated teams in order to improve performance to deliver better service.					
5	<b>Innovation</b> The staff of the public sector are considered to be creative and bright.					
6	The staff of the public sector are able to focus on the quality of services provided.					
7	The staff of the public sector are able to develop and maintain strong relationships with others (colleagues and outsiders) in order to improve performance of services.					
8	<b>Experience</b> The staff of the public sector are considered experts in their particular jobs and functions.					
9	The staff of the public sector are able to expect the effect of external change in the service on the organization and clients.					
10	The staff of the public sector are broadly regarded as the best.					
11	The staff of the public sector are able to find simple solutions for more complex problems of their performance to deliver better services.					
12	<b>Knowledge</b> The staff of the public sector are able to come up with and develop new ideas and knowledge to improve their performance.					
13	The staff of the public sector are educated and able to effect on their superiors in order to the interest of improve the performance of services.					
14	The staff of the public sector possess a full understanding of their services.					
15	The staff of the public sector are able to integrate organizational knowledge across different areas in the organization in order to improve the performance of services.					

### **SECTION THREE: Public Services Performance**

List below are statement describing public services performance. Please tick the number that most accurately reflects your agreement or disagreement for each statement.

<b>Strongly disagree</b> <b>1</b>	<b>Disagree</b> <b>2</b>	<b>Neutral</b> <b>3</b>	<b>Agree</b> <b>4</b>	<b>Strongly agree</b> <b>5</b>
--------------------------------------	-----------------------------	----------------------------	--------------------------	-----------------------------------

<b>No.</b>	<b>Items</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	The information about public services is easy to obtain from the public sector.					
2	Public services are easy to obtain from the public sector.					
3	The timeliness and efficiency in providing public services to citizens are quite acceptable.					
4	There is satisfaction about performance of public services in the public sector.					
5	The public sector offers overall quality services as expected.					
6	Expectations and complaints from citizens about performance of public services delivery are taken seriously.					



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#### **SECTION FOUR: Moderator Accountability**

List below are statement describing accountability. Please tick the number that most accurately reflects your agreement or disagreement for each statement.

<b>Strongly disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly agree</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

<b>No.</b>	<b>Items</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	Accountability is effective in the public sector.					
2	There is accountability of public services performance in the public sector.					
3	Lack of accountability is the cause of increased dissatisfaction of citizens with the state of infrastructure of public services.					
4	Lack of effective accountability has caused the increase of administrative and financial corruption in the public sector.					
5	There is no need for accountability in the public sector because all things are working well.					
6	To ensure effective accountability in the public sector, rules must be implemented to penalize violators.					
7	To ensure accountability in the public sector, the legislative authority represented in parliament should be involved.					

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### **SECTION FIVE: Mediator Islamic Work Ethics**

List below are statement describing Islamic work ethic. Please tick the number that most accurately reflects your agreement or disagreement for each statement.

<b>Strongly disagree</b> <b>1</b>	<b>Disagree</b> <b>2</b>	<b>Neutral</b> <b>3</b>	<b>Agree</b> <b>4</b>	<b>Strongly agree</b> <b>5</b>
--------------------------------------	-----------------------------	----------------------------	--------------------------	-----------------------------------

<b>No.</b>	<b>Items</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	Laziness accompanies staff in their works.					
2	Dedication to work is considered a high merit (virtue) for staff.					
3	Good work benefits both themselves staff and others.					
4	Justice and generosity in the workplace are necessary conditions for society's welfare.					
5	Producing more than enough to meet one's personal needs contributes to the prosperity of society as a whole.					
6	A staff should perform work to the best of his abilities.					
7	Work is not aim by itself but a means to foster personal growth and social relations.					
8	The staff thinks that life has no meaning without work.					
9	The staff thinks that more leisure time is good for society.					
10	Social relations between staff must be encouraged and emphasized within organizations.					
11	Work enables staff to control their human nature.					
12	Creative work is a source of happiness and accomplishment.					
13	Any person who works is more likely to get ahead in life.					
14	Work gives staff the chance to be independent.					
15	A successful staff is the one who deliver work on time.					
16	The staff must be constantly worked hard to meet responsibilities.					
17	The value of work is derived from the accompanying intention rather than its results.					

Thank you very much for completing the questionnaire

## Appendix 2: Questionnaire in Arabic



### Questionnaire : إستبانة

عزيزي/عزيزتي

أود إحاطتكم علما بأنني طالب دكتوراه في كلية الإدارة بجامعة أوتارا في ماليزيا (Universiti Utara Malaysia) ضمن المرحلة النهائية لأطروحة الدكتوراه والتي بعنوان ( تأثير المساءلة كمتغير معتدل وأخلاقيات العمل الإسلامية كمتغير وسيط على العلاقة بين رأس المال البشري وأداء الخدمات العامة في البحرين)، يرجى الإجابة على الإستبانة والأسئلة المرفقة من خلال ما تتلمسه من واقع وليس ما تعتقده ، وإن إجاباتكم سيكون لها أكبر الأثر في التوصل الى نتائج ذات قيمة وأهمية لهذا البحث العلمي، وذلك للمساهمة في تطوير وتحسين أداء الخدمات العامة في البحرين .

كما أؤكد لكم بأن إجاباتكم سيتم التعامل معها في سرية تامة ولن تستخدم إلا لأغراض البحث العلمي ، مع شكري الجزيل على تعاونكم في إنجاح هذا البحث العلمي .

وتفضلوا بقبول فائق التحية والإحترام ،،،

إبراهيم فرحان مبارك بوسنان

طالب دكتوراه

كلية إدارة الأعمال- جامعة أوتارا ماليزيا

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هاتف النقال: 39320092



### معلومات عامة: General information:

هذا الجزء يحتوي على بيانات تتعلق بالمعلومات العامة عن المشاركين في الإستبانة، يرجى وضع علامة ( √ ) في المربع المناسب على الفئة التي تصف حالتك بشكل دقيق.

الديموغرافية	الفئات	ضع علامة (√)
الجنس	ذكر	
	أنثى	
العمر	30 سنة وأقل	
	من 31-40	
	من 41 وأكثر	
المؤهلات العلمية	الثانوية العامة	
	الدبلوم	
	درجة البكالوريوس	
	الدبلوم العالي	
	درجة الماجستير	
	درجة الدكتوراه	
الوظيفة	موظف رسمي	
	العمل للحساب الخاص	
	متقاعد	
	طالب	
	عاطل عن العمل	
المحافظة	العاصمة	
	المحرق	
	الشمالية	
	الجنوبية	

**القسم الأول : رأس المال البشري Human Capital**

لا أوافق بشدة 1	لا أوافق 2	محايد 3	أوافق 4	أوافق بشدة 5
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فيما يلي بيان يصف رأس المال البشري، يرجى وضع علامة (√) عند الرقم الذي يعكس بدقه مدى موافقتك أو عدم موافقتك على كل عبارة.

الرقم	البند	لا أوافق بشدة	لا أوافق	محايد	أوافق	أوافق بشدة
1	<b>المهارة</b> يتميز موظفو القطاع العام بمهارات عالية.					
2	يتمتع موظفو القطاع العام بالمهارات القيادية اللازمة لطبيعة عملهم.					
3	يتحمل موظفو القطاع العام المخاطر من أجل تحقيق أهداف المنظمة.					
4	يستطيع موظفو القطاع العام العمل في فريق عمل متعاون.					
5	<b>الإبداع</b> يعتبر موظفو القطاع العام أذكياء ومبدعين.					
6	يستطيع موظفو القطاع العام التركيز على جودة الخدمات المقدمة.					
7	يستطيع موظفو القطاع العام خلق وتطوير علاقات قوية مع الآخرين ( الزملاء والخارجيين) من أجل تحسين أداء الخدمة					
8	<b>الخبرة</b> يعتبر موظفو القطاع العام خبراء في أداء وظائفهم والمهام الخاصة.					
9	موظفو القطاع العام لديهم القدرة على توقع تأثير التغيرات الخارجية في الخدمات على المنظمة والمستفيدين من الخدمات.					
10	يعتبر موظفو القطاع العام الأفضل على نطاق واسع.					
11	يستطيع موظفو القطاع العام إيجاد حلول بسيطة لمشاكل أكثر تعقيداً في أدائهم لتقديم خدمات أفضل.					
12	<b>المعرفة</b> يستطيع موظفو القطاع العام طرح أفكار ومعارف جديدة وتطويرها لتحسين أدائهم.					
13	إن موظفو القطاع العام متعلمون وقادرون على التأثير على رؤسائهم من أجل مصلحة تحسين أداء الخدمات.					
14	يتفهم موظفو القطاع العام طبيعة خدماتهم جيداً.					
15	يستطيع موظفو القطاع العام دمج المعرفة التنظيمية في مختلف المجالات في المنظمة من أجل تحسين أداء الخدمات.					

**القسم الثاني : أداء الخدمات العامة Public Services Performance**

لا أوافق بشدة	لا أوافق	محايد	أوافق	أوافق بشدة
1	2	3	4	5

فيما يلي بيان يصف أداء الخدمات العامة، يرجى وضع علامة (√) عند الرقم الذي يعكس بدقه مدى موافقتك أو عدم موافقتك على كل عبارة.

الرقم	البند	لا أوافق بشدة	لا أوافق	محايد	أوافق	أوافق بشدة
1	من السهل الحصول على معلومات تتعلق بالخدمات العامة من موظفو القطاع العام.					
2	من السهل الحصول على الخدمات العامة من القطاع العام.					
3	التوقيت والكفاءة في تقديم الخدمات العامة للمواطنين مقبولان تماما.					
4	المواطنون راضون عن أداء الخدمات العامة في القطاع العام.					
5	يقدم القطاع العام خدمات ذات جودة شاملة كما هو متوقع.					
6	يتم التعامل مع توقعات و شكاوى المواطنين من أداء الخدمات العامة بجديّة.					

**القسم الثالث : المساءلة Accountability**

لا أوافق بشدة	لا أوافق	محايد	أوافق	أوافق بشدة
1	2	3	4	5

فيما يلي بيان يصف المساءلة، يرجى وضع علامة (√) عند الرقم الذي يعكس بدقه مدى موافقتك أو عدم موافقتك على كل عبارة.

الرقم	البند	لا أوافق بشدة	لا أوافق	محايد	أوافق	أوافق بشدة
1	نظام المساءلة فعال في القطاع العام					
2	يوجد نظام للمساءلة عن أداء الخدمات العامة في القطاع العام					
3	يؤدي عدم المساءلة الى زيادة عدم رضا المواطنين عن أداء الخدمات العامة					
4	يؤدي عدم المساءلة الفعالة الى زيادة الفساد المالي والإداري في القطاع العام					
5	لا يوجد حاجة للمساءلة في القطاع العام لان كل الأشياء تعمل بشكل جيد					
6	يجب تطبيق المساءلة على المخالفين لضمان المساءلة الفعالة في القطاع العام					
7	ينبغي إشراك السلطة التشريعية الممثلة في البرلمان لضمان المساءلة في القطاع العام					

**القسم الرابع : أخلاقيات العمل الإسلامية Islamic Work Ethics**

لا أوافق بشدة	لا أوافق	محايد	أوافق	أوافق بشدة
1	2	3	4	5

فيما يلي بيان يصف أخلاقيات العمل الإسلامية، يرجى وضع علامة ( √ ) عند الرقم الذي يعكس بدقه مدى موافقتك او عدم موافقتك على كل عبارة.

الرقم	البند	لا أوافق بشدة	لا أوافق	محايد	أوافق	أوافق بشدة
1	يرافق الكسل الموظفين في أعمالهم.					
2	يعتبر التفاني في العمل ميزة عالية (فضيلة) للموظفين.					
3	فوائد العمل الجيد للموظفين وللآخرين على حد سواء.					
4	إن العدالة والكرم في مكان العمل هما ضرورتان لرفاهية المجتمع.					
5	الإنتاج أكثر من اللازم لتلبية الاحتياجات الشخصية يسهم في إزدهار المجتمع ككل.					
6	يجب على الموظف أن يؤدي العمل بأفضل ما لديه من قدرات.					
7	العمل ليس هدفاً بحد ذاته بل وسيلة لتعزيز النمو الشخصي والعلاقات الإجتماعية.					
8	يعتقد الموظفون أن الحياة لا معنى لها بدون عمل.					
9	يعتقد الموظفون أن المزيد من وقت الفراغ جيد للمجتمع.					
10	يجب تشجيع العلاقات الإجتماعية بين الموظفين والتأكد عليها داخل المنظمات.					
11	يتيح العمل للموظفين التحكم في طبيعتهم البشرية					
12	العمل الإبداعي هو مصدر للسعادة والإنجاز.					
13	أي شخص يعمل يكون من المرجح أن يمضي قتما في الحياة.					
14	يعطي العمل الموظفين فرصة ليكونوا مستقلين.					

لا أوافق بشدة 1	لا أوافق 2	محايد 3	أوافق 4	أوافق بشدة 5
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الرقم	البند	لا أوافق بشدة	لا أوافق	محايد	أوافق	أوافق بشدة
15	الموظف الناجح هو الشخص الذي يسلم العمل في موعده.					
16	يجب أن يعمل الموظفون باستمرار بجد للوفاء بالمسؤوليات.					
17	تستمد قيمة العمل من النية المرافقة له بدلا من نتائجه.					

شكرا جزيلا على استكمال الإستبانة



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Universiti Utara Malaysia

### Appendix 3 A: Letter of Request Statistics Number of Complaints

إلى مدير إدارة الإذاعة المحترم  
هيئة شئون الإعلام بوزارة شئون الإعلام  
السلام عليكم ورحمة الله وبركاته ،

أتقدم بخطابي هذا وأفيدكم بأنني طالب دكتوراه وأعمل على المرحلة النهائية لأطروحة الدكتوراه والتي بعنوان ( تأثير المساءلة كمتغير معتدل وأخلاقيات العمل الإسلامية كمتغير وسيط على العلاقة بين رأس المال البشري وأداء الخدمات العامة في البحرين )، حيث إنني بحاجة إلى إحصائيات تفيد بعدد الشكاوي المقدمة من المواطنين حول أداء الخدمات العامة المختلفة التي تنجز من قبل الوزارات والجهات والهيئات الرسمية في البحرين مقارنة بعدد السنوات ، والتي نسمعها عبر إذاعة البحرين وكذلك نقرأها ونسمعها ونشاهدها في مختلف الوسائل المقروءة والمرئية . والأهم من ذلك الحصول عليها بصفة إحصائية ولو بشكل تقريبي وبمرجع معتمد حتى يتم الإعتماد عليه .

أتمنى أن يحظى هذا الطلب على موافقتكم لما لذلك من أهمية كبيرة في عملية المساهمة في إيجاد حلول تؤدي إلى تطوير وتحسين أداء الخدمات العامة وذلك للإرتقاء بالأداء الحكومي في البحرين ليكون في مصاف البلدان المتحضرة والمتطورة ، علما بأن الدول المتقدمة تعتمد بشكل كبير على البحوث العلمية للبناء على نتائجها في عملية التخطيط والتطوير والتحسين ، مؤكدا لكم بأن هذه المعلومات والإحصائيات سوف تستخدم فقط لأغراض البحث العلمي .

وتفضلوا بقبول فائق التحية والأحترام ،،،

إبراهيم فرحان مبارك بوسنان  
طالب دكتوراه

كلية إدارة الأعمال - جامعة أوتارا الماليزية

College of Business-Universiti Utara Malaysia

الرقم الجامعي : 95328

البريد الإلكتروني : e.farhan@windowslive.com

رقم الهاتف : 39320092

نسخة من إفادة جمع المعلومات الصادرة من الجامعة

### Appendix 3 B: Letter of Request Statistics Number of Complaints

إلى الرئيس التنفيذي بهيئة المعلومات والحكومة الإلكترونية المحترم  
السلام عليكم ورحمة الله وبركاته ،

أتقدم بخطابي هذا وأفيدكم بأنني طالب دكتوراه وأعمل على المرحلة النهائية لأطروحة الدكتوراه والتي بعنوان ( تأثير المساءلة كمتغير معتدل وأخلاقيات العمل الإسلامية كمتغير وسيط على العلاقة بين رأس المال البشري وأداء الخدمات العامة في البحرين )، حيث إنني بحاجة إلى إحصائيات تفيد بعدد الشكاوي المقدمة من المواطنين حول أداء الخدمات العامة المختلفة التي تنجز من قبل الوزارات والجهات والهيئات الرسمية في البحرين مقارنة بعدد السنوات ، والتي نسمعها عبر إذاعة البحرين وكذلك نقرأها ونسمعها ونشاهدها في مختلف الوسائل المقروءة والمرئية . والأهم من ذلك الحصول عليها بصفة إحصائية ولو بشكل تقريبي وبمرجع معتمد حتى يتم الإعتماد عليه .

أتمنى أن يحظى هذا الطلب على موافقتكم لما لذلك من أهمية كبيرة في عملية المساهمة في إيجاد حلول تؤدي الى تطوير وتحسين أداء الخدمات العامة وذلك للإرتقاء بالأداء الحكومي في البحرين ليكون في مصاف البلدان المتحضرة والمتطورة ، علما بأن الدول المتقدمة تعتمد بشكل كبير على البحوث العلمية للبناء على نتائجها في عملية التخطيط والتطوير والتحسين ، مؤكدا لكم بأن هذه المعلومات والإحصائيات سوف تستخدم فقط لأغراض البحث العلمي .

وتفضلوا بقبول فائق التحية والأحترام ،،،

إبراهيم فرحان مبارك بوسنان

طالب دكتوراه

كلية إدارة الأعمال - جامعة أوتارا الماليزية

College of Business-Universiti Utara Malaysia

الرقم الجامعي : 95328

البريد الإلكتروني : e.farhan@windowslive.com

رقم هاتف النقال : 39320092

نسخة من إفادة جمع المعلومات الصادرة من الجامعة

## Appendix 4: Permission to Collect Data from Utara Universiti Malaysia



OTHMAN YEOP ABDULLAH GRADUATE SCHOOL OF BUSINESS  
Universiti Utara Malaysia  
06010 UUM SINTOK  
KEDAH DARUL AMAN  
MALAYSIA



Tel: 604-928 7101/7113/7130  
Faks (Fax): 604-928 7160  
Laman Web (Web): [www.ojagsb.uum.edu.my](http://www.ojagsb.uum.edu.my)

### "MUAFKAT KEDAH"

UUM/OYAGSB/R-4/4/1  
13 April 2017

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

#### LETTER OF RECOMMENDATION FOR DATA COLLECTION AND RESEARCH WORK

This is to certify that Ebrahim Fahon Mubarak Fahon Busenan (Matric No: 95328) is a student of Othman Yeop Abdullah Graduate School of Business, Universiti Utara Malaysia pursuing his Doctor of Philosophy (PhD). He is conducting a research entitled *"Moderating Effect of Accountability and Ethics on the Relationship Between Intellectual Capital and Public Service Performance in the Public Sector of Bahrain"* under the supervision of Dr. Azahari bin Ramli.

In this regard, we hope that you could kindly provide assistance and cooperation for him to successfully complete the research. All the information gathered will be strictly used for academic purposes only.

Your cooperation and assistance is very much appreciated.

Thank you.

"KNOWLEDGE, VIRTUE, SERVICE"

Yours faithfully

FADHLINA BINTI MD PUDZI

Assistant Registrar

for Dean

Othman Yeop Abdullah Graduate School of Business

C.C - Supervisor  
- Student's File (95328)

Universiti Pengurusan Terkemuka  
The Eminent Management University





## Appendix 5: Demographic Profile of Respondents

**Profile of the respondents**

		Frequency	Percentage
Gender	Male	305	82.9%
	Female	63	17.1%
Age Group	30 years and below	104	28.3%
	31-40	95	25.8%
	41 and above	169	45.9%
Academic Qualification	Secondary School	109	29.620%
	Diploma	10	2.717%
	Bachelor Degree	161	43.750%
	Higher Diploma	2	0.543%
	Masters Degree	69	18.750%
	PhD Degree	17	4.620%
Occupation	Formally employed	254	69.0%
	Self employed	18	4.9%
	Retired	59	16.0%
	Student	26	7.1%
	Unemployed	11	3.0%
Governorate	Capital	88	23.9%
	Muharraq	77	20.9%
	Northern	114	31%
	Southern	89	24.2%

## Appendix 6: Factor Analysis of Human Capital

### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.934
Bartlett's Test of Sphericity	Approx. Chi-Square	2654.505
	df	105
	Sig.	.000

### Communalities

	Initial	Extraction
<b>Skills</b>		
Q1.1 The staff of the public sector are highly skilled.	1.000	.711
Q1.2 The staff of the public sector possess leadership abilities in their work.	1.000	.531
Q1.3 The staff of the public sector bear the risks in order to achieve organizational goals of organization.	1.000	.487
Q1.4 The staffs of the public sector are able to work in integrated teams in order to improve performance to deliver better service.	1.000	.606
<b>Innovation</b>		
Q1.5 The staff of the public sector are considered to be creative and bright.	1.000	.570
Q1.6 The staff of the public sector are able to focus on the quality of services provided.	1.000	.552
Q1.7 The staff of the public sector are able to develop and maintain strong relationships with others (colleagues and outsiders) in order to improve performance of services	1.000	.570
<b>Experience</b>		
Q1.8 The staff of the public sector are considered experts in their particular jobs and functions.	1.000	.639

Q1.9 The staff of the public sector are able to expect the effect of external change in the service on the organization and clients.	1.000	.453
Q1.10 The staff of the public sector are broadly regarded as the best.	1.000	.535
Q1.11 The staff of the public sector are able to find simple solutions for more complex problems of their performance to deliver better services.	1.000	.552
<b>Knowledge</b>		
Q1.12 The staff of the public sector are able to come up with and develop new ideas and knowledge to improve their performance.	1.000	.546
Q1.13 The staff of the public sector are educated and able to effect on their superiors in order to the interest of improve the performance of services.	1.000	.525
Q1.14 The staff of the public sector possess a full understanding of their services.	1.000	.636
Q1.15 The staff of the public sector are able to integrate organizational knowledge across different areas in the organization in order to improve the performance of services.	1.000	.606

Extraction Method: Principal Component Analysis.

#### Rotated Component Matrix<sup>a</sup>

	Component	
	1	2
<b>Skills</b>		
Q1.1 The staff of the public sector are highly skilled.		.817
Q1.2 The staff of the public sector possess leadership abilities in their work.	.517	
Q1.3 The staff of the public sector bear the risks in order to achieve organizational goals of organization.		.591
Q1.4 The staffs of the public sector are able to work in integrated teams in order to improve performance to deliver better service.	.739	

<b>Innovation</b>		
Q1.5 The staff of the public sector are considered to be creative and bright.		.709
Q1.6 The staff of the public sector are able to focus on the quality of services provided.	.599	
Q1.7 The staff of the public sector are able to develop and maintain strong relationships with others (colleagues and outsiders) in order to improve performance of services	.726	
<b>Experience</b>		
Q1.8 The staff of the public sector are considered experts in their particular jobs and functions.		.752
Q1.9 The staff of the public sector are able to expect the effect of external change in the service on the organization and clients.		.607
Q1.10 The staff of the public sector are broadly regarded as the best.		.724
Q1.11 The staff of the public sector are able to find simple solutions for more complex problems of their performance to deliver better services.	.716	
<b>Knowledge</b>		
Q1.12 The staff of the public sector are able to come up with and develop new ideas and knowledge to improve their performance.		.670
Q1.13 The staff of the public sector are educated and able to effect on their superiors in order to the interest of improve the performance of services.	.645	
Q1.14 The staff of the public sector possess a full understanding of their services.	.767	
Q1.15 The staff of the public sector are able to integrate organizational knowledge across different areas in the organization in order to improve the performance of services.	.734	

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.<sup>a</sup>

a. Rotation converged in 3 iterations.

#### Reliability Statistics

Cronbach's Alpha	N of Items
.919	15

## Appendix 7: Factor Analysis of Public Services Performance

### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.851
Bartlett's Test of Sphericity	Approx. Chi-Square	910.522
	df	15
	Sig.	.000

### Communalities

	Initial	Extraction
Q2.1 The information about public services is easy to obtain from the public sector.	1.000	.478
Q2.2 Public services are easy to obtain from the public sector.	1.000	.549
Q2.3 The timeliness and efficiency in providing public services to citizens are quite acceptable.	1.000	.658
Q2.4 There is satisfaction about performance of public services in the public sector.	1.000	.657
Q2.5 The public sector offers overall quality services as expected.	1.000	.616
Q2.6 Expectations and complaints from citizens about performance of public services delivery are taken seriously.	1.000	.534

Extraction Method: Principal Component Analysis.

### Component Matrix<sup>a</sup>

	Component 1
Q2.1 The information about public services is easy to obtain from the public sector.	.691
Q2.2 Public services are easy to obtain from the public sector.	.741
Q2.3 The timeliness and efficiency in providing public services to citizens are quite acceptable.	.811

Q2.4 There is satisfaction about performance of public services in the public sector.	.811
Q2.5 The public sector offers overall quality services as expected.	.785
Q2.6 Expectations and complaints from citizens about performance of public services delivery are taken seriously.	.731

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

#### Reliability Statistics

Cronbach's Alpha	N of Items
.854	6



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## Appendix 8: Factor Analysis of Accountability

### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.706
Bartlett's Test of Sphericity	Approx. Chi-Square
	647.472
	df
	21
	Sig.
	.000

### Communalities

	Initial	Extraction
Q3.1 Accountability is effective in the public sector.	1.000	.733
Q3.2 There is accountability of public services performance in the public sector.	1.000	.691
Q3.3 Lack of accountability is the cause of increased dissatisfaction of citizens with the state of infrastructure of public services.	1.000	.621
Q3.4 Lack of effective accountability has caused the increase of administrative and financial corruption in the public sector.	1.000	.651
Q3.5 There is no need for accountability in the public sector because all things are working well.	1.000	.500
Q3.6 To ensure effective accountability in the public sector, rules must be implemented to penalize violators.	1.000	.672
Q3.7 To ensure accountability in the public sector, the legislative authority represented in parliament should be involved.	1.000	.425

Extraction Method: Principal Component Analysis.

**Rotated Component Matrix<sup>a</sup>**

	Component	
	1	2
Q3.1 Accountability is effective in the public sector.		.856
Q3.2 There is accountability of public services performance in the public sector.		.779
Q3.3 Lack of accountability is the cause of increased dissatisfaction of citizens with the state of infrastructure of public services.	.788	
Q3.4 Lack of effective accountability has caused the increase of administrative and financial corruption in the public sector.	.806	
Q3.5 There is no need for accountability in the public sector because all things are working well.		.619
Q3.6 To ensure effective accountability in the public sector, rules must be implemented to penalize violators.	.818	
Q3.7 To ensure accountability in the public sector, the legislative authority represented in parliament should be involved.	.649	

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.<sup>a</sup>

a. Rotation converged in 3 iterations.

**Reliability Statistics**

Cronbach's Alpha	N of Items
.625	7



## Appendix 9: Factor Analysis of Islamic Work Ethics

### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.928
Bartlett's Test of Sphericity	Approx. Chi-Square	3217.505
	df	136
	Sig.	.000

### Communalities

	Initial	Extraction
Q4.1 Laziness accompanies staff in their works.	1.000	.563
Q4.2 Dedication to work is considered a high merit (virtue) for staff.	1.000	.689
Q4.3 Good work benefits both themselves staff and others.	1.000	.718
Q4.4 Justice and generosity in the workplace are necessary conditions for society's welfare.	1.000	.634
Q4.5 Producing more than enough to meet one's personal needs contributes to the prosperity of society as a whole.	1.000	.621
Q4.6 A staff should perform work to the best of his abilities	1.000	.628
Q4.7 Work is not aim by itself but a means to foster personal growth and social relations.	1.000	.506
Q4.8 The staff thinks that life has no meaning without work.	1.000	.522
Q4.9 The staff thinks that more leisure time is good for society.	1.000	.624
Q4.10 Social relations between staff must be encouraged and emphasized within organizations.	1.000	.545
Q4.11 Work enables staff to control their human nature.	1.000	.564
Q4.12 Creative work is a source of happiness and accomplishment.	1.000	.676
Q4.13 Any person who works is more likely to get ahead in life.	1.000	.748
Q4.14 Work gives staff the chance to be independent.	1.000	.566

Q4.15 A successful staff is the one who deliver work on time.	1.000	.641
Q4.16 The staff must be constantly worked hard to meet responsibilities.	1.000	.715
Q4.17 The value of work is derived from the accompanying intention rather than its results.	1.000	.379

Extraction Method: Principal Component Analysis.

**Rotated Component Matrix<sup>a</sup>**

	Component		
	1	2	3
Q4.1 Laziness accompanies staff in their works.		.702	
Q4.2 Dedication to work is considered a high merit (virtue) for staff.		.768	
Q4.3 Good work benefits both themselves staff and others.		.808	
Q4.4 Justice and generosity in the workplace are necessary conditions for society's welfare.		.649	
Q4.5 Producing more than enough to meet one's personal needs contributes to the prosperity of society as a whole.		.655	
Q4.6 A staff should perform work to the best of his abilities.		.601	
Q4.7 Work is not aim by itself but a means to foster personal growth and social relations.			.640
Q4.8 The staff thinks that life has no meaning without work.	.583		
Q4.9 The staff thinks that more leisure time is good for society.			.786
Q4.10 Social relations between staff must be encouraged and emphasized within organizations.	.521		
Q4.11 Work enables staff to control their human nature.			.560
Q4.12 Creative work is a source of happiness and accomplishment.	.668		
Q4.13 Any person who works is more likely to get ahead in life.	.783		
Q4.14 Work gives staff the chance to be independent.	.665		
Q4.15 A successful staff is the one who deliver work on time.	.754		

Q4.16 The staff must be constantly worked hard to meet responsibilities.	.781		
Q4.17 The value of work is derived from the accompanying intention rather than its results.	.483		

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.<sup>a</sup>

a. Rotation converged in 6 iterations.

#### Reliability Statistics

Cronbach's Alpha	N of Items
.919	17



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## Appendix 10: Descriptive Statistics of the Variables

Descriptive statistics for latent variables

	Mean	SD	Minimum	Maximum
Human Capital	2.91	.69	1.00	4.73
Public Services Performance	2.85	.79	1.00	5.00
Accountability	3.37	.61	1.14	5.00
Islamic Work Ethics	3.23	.70	1.00	5.00

			Count	Minimum	Maximum	Mean	Standard Deviation
Human Capital	Age	<=30	104	1.00	4.60	2.88	.6925
		31-40	95	1.00	4.27	3.08	.6998
		>40	169	1.00	4.73	2.84	.6716
		Total	368	1.00	4.73	2.91	.6905
Accountability	Age	<=30	104	1.14	5.00	3.31	.6203
		31-40	95	1.57	5.00	3.48	.6050
		>40	169	1.14	4.57	3.35	.6128
		Total	368	1.14	5.00	3.37	.6149
Islamic Work Ethics	Age	<=30	104	1.00	4.65	3.15	.6821
		31-40	95	1.35	5.00	3.26	.7939
		>40	169	1.00	5.00	3.27	.6541
		Total	368	1.00	5.00	3.23	.7005
Public Services Performance	Age	<=30	104	1.00	5.00	2.70	.8403
		31-40	95	1.00	4.83	2.95	.8462
		>40	169	1.00	4.50	2.89	.7008
		Total	368	1.00	5.00	2.85	.7851

## Appendix 11: Normality Assessment

Statistics				
	Mean	Std. Deviation	Skewness	Kurtosis
Human Capital	2.91	.6905	-.229	-.146
Public Services Performance	2.85	.7851	-.101	-.370
Accountability	3.37	.6149	-.738	1.102
Islamic Work Ethics	3.23	.7005	-.236	.166

## Appendix 12: Multicollinearity Assessment

### Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.644 <sup>a</sup>	.414	.409	.60342

a. Predictors: (Constant), Islamic Work Ethics, Accountability, Human Capital

b. Dependent Variable: Public Services Performance

### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	93.685	3	31.228	85.766	.000 <sup>b</sup>
	Residual	132.536	364	.364		
	Total	226.222	367			

a. Dependent Variable: Public Services Performance

b. Predictors: (Constant), Islamic Work Ethics, Accountability, Human Capital

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.104	.196		-.534	.594		
	Human Capital	.355	.055	.312	6.497	.000	.697	1.434
	Accountability	.285	.059	.223	4.845	.000	.757	1.322
	Islamic work ethics	.298	.057	.266	5.238	.000	.626	1.596

a. Dependent Variable: Public Services Performance

### Appendix 13: Pearson Correlation Analysis

**Correlations**

		Public Services Performance	Human Capital	Accountability	Islamic work ethics
Public Services Performance	Pearson Correlation	1	.537**	.465**	.538**
	Sig. (2-tailed)		.000	.000	.000
	N	368	368	368	368
Human Capital	Pearson Correlation	.537**	1	.369**	.534**
	Sig. (2-tailed)	.000		.000	.000
	N	368	368	368	368
Accountability	Pearson Correlation	.465**	.369**	1	.474**
	Sig. (2-tailed)	.000	.000		.000
	N	368	368	368	368
Islamic Work Ethics	Pearson Correlation	.538**	.534**	.474**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	368	368	368	368

\*\* . Correlation is significant at the 0.01 level (2-tailed).

# **Appendix 14: Regression Analysis on the Relationship between Human Capital and Public Services Performance**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.537 <sup>a</sup>	.288	.286	.66346	1.848

a. Predictors: (Constant), Human Capital

b. Dependent Variable: Public Services Performance

**ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	65.114	1	65.114	147.925	.000 <sup>b</sup>
Residual	161.107	366	.440		
Total	226.222	367			

a. Dependent Variable: Public Services Performance

b. Predictors: (Constant), Human Capital

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.077	.150		7.179	.000
	Human Capital	.610	.050	.537	12.162	.000

a. Dependent Variable: Public Services Performance

# **Appendix 15: Regression Analysis on the Relationship between Accountability and Public Services Performance**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.465 <sup>a</sup>	.216	.214	.69622	1.815

a. Predictors: (Constant), Accountability

b. Dependent Variable: Public Services Performance

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	48.816	1	48.816	100.710	.000 <sup>b</sup>
	Residual	177.406	366	.485		
	Total	226.222	367			

a. Dependent Variable: Public Services Performance

b. Predictors: (Constant), Accountability

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.854	.202		4.218	.000
	Accountability	.593	.059	.465	10.035	.000

a. Dependent Variable: Public Services Performance



**Appendix 16: Regression Analysis in the Relationship between Islamic Work Ethics  
and Public Services Performance**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.538 <sup>a</sup>	.289	.288	.66269	1.764

a. Predictors: (Constant), Islamic Work Ethics

b. Dependent Variable: Public Services Performance

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	65.487	1	65.487	149.118	.000 <sup>b</sup>
	Residual	160.734	366	.439		
	Total	226.222	367			

a. Dependent Variable: Public Services Performance

b. Predictors: (Constant), Islamic Work Ethics

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.902	.163		5.520	.000
	Islamic work ethics	.603	.049	.538	12.211	.000

a. Dependent Variable: Public Services Performance

**Appendix 17: Hierarchical Regression Analysis for Moderator Test of  
Accountability in the Relationship between Human Capital and  
Public Services Performance**

**Model Summary<sup>d</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.537 <sup>a</sup>	.288	.286	.66346	
2	.608 <sup>b</sup>	.370	.367	.62489	
3	.608 <sup>c</sup>	.370	.365	.62573	1.892

a. Predictors: (Constant), Human Capital

b. Predictors: (Constant), Human Capital, Accountability

c. Predictors: (Constant), Human Capital, Accountability, Interaction between Human Capital and Accountability

d. Dependent Variable: Public Services Performance

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	65.114	1	65.114	147.925	.000 <sup>b</sup>
	Residual	161.107	366	.440		
	Total	226.222	367			
2	Regression	83.693	2	41.847	107.165	.000 <sup>c</sup>
	Residual	142.528	365	.390		
	Total	226.222	367			
3	Regression	83.702	3	27.901	71.259	.000 <sup>d</sup>
	Residual	142.520	364	.392		
	Total	226.222	367			

a. Dependent Variable: Public Services Performance

b. Predictors: (Constant), Human Capital

c. Predictors: (Constant), Human Capital, Accountability

d. Predictors: (Constant), Human Capital, Accountability, Interaction between Human Capital and Accountability

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.077	.150		7.179	.000
	Human Capital	.610	.050	.537	12.162	.000
2	(Constant)	.127	.197		.645	.519
	Human Capital	.480	.051	.423	9.451	.000
	Accountability	.394	.057	.308	6.898	.000
3	(Constant)	.120	.203		.592	.554
	Human Capital	.480	.051	.422	9.436	.000
	Accountability	.395	.058	.310	6.789	.000
	Interaction between Human Capital and Accountability	.011	.075	.006	.145	.885

a. Dependent Variable: Public Services Performance

**Appendix 18: Hierarchical Regression Analysis for Mediation Role of Islamic Work Ethics on the Relationship between Human Capital and Public Services Performance**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.534 <sup>a</sup>	.285	.283	.59309	1.767

a. Predictors: (Constant), Human Capital

b. Dependent Variable: Islamic Work Ethics

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	51.358	1	51.358	146.003	.000 <sup>b</sup>
	Residual	128.743	366	.352		
	Total	180.100	367			

a. Dependent Variable: Islamic Work Ethics

b. Predictors: (Constant), Human Capital

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.658	.134		12.361	.000
Human Capital	.542	.045	.534	12.083	.000

a. Dependent Variable: Islamic Work Ethics

**Model Summary<sup>c</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.537 <sup>a</sup>	.288	.286	.66346	
2	.613 <sup>b</sup>	.376	.373	.62172	1.844

a. Predictors: (Constant), Human Capital

b. Predictors: (Constant), Human Capital, Islamic Work Ethics

c. Dependent Variable: Public Services Performance

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	65.114	1	65.114	147.925	.000 <sup>b</sup>
	Residual	161.107	366	.440		
	Total	226.222	367			
2	Regression	85.138	2	42.569	110.131	.000 <sup>c</sup>
	Residual	141.083	365	.387		
	Total	226.222	367			

a. Dependent Variable: Public Services Performance

b. Predictors: (Constant), Human Capital

c. Predictors: (Constant), Human Capital, Islamic Work Ethics

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.077	.150		7.179	.000
	Human Capital	.610	.050	.537	12.162	.000
2	(Constant)	.423	.167		2.529	.012
	Human Capital	.396	.056	.349	7.130	.000
	Islamic Work Ethics	.394	.055	.352	7.197	.000

a. Dependent Variable: Public Services Performance



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